ANNUAL MEETING

WILDLIFE BRANCH

DEPARTMENT OF NATURAL RESOURCES

MANITOBA

Gull Harbour

Hecla Island

May 13 - May 15, 1986

Report Authors: H. Hristienko

B. Knudsen

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The general meeting of the Wildlife Branch of the Department of Natural Resources of the Province of Manitoba was held at Gull Harbour on Hecla Island, from May 13 to May 15, 1986. The theme of the meeting was "Challenge and Opportunity"; its objective was to provide a conceptual framework within which we could examine what is expected of the Branch and of each of us -- and assess these expectations in terms of our own aspirations and abilities. The meeting was an attempt to gain -- through honest, open and frank discussion among ourselves -- a better grasp of how we can come to terms with the challenges we face and take available opportunities to simply "do things better". Staff gathered for the opening sessions at 3:30 PM on the first day (an agenda is provided in Appendix 1). The intention of sessions on the first day was to provide a working framework for staff, through presentations on the operation of the Branch, the purpose of the meeting, and the history of the Branch.

Herb Goulden reviewed the evolution of the Wildlife Branch to point out how people and times have moulded the organization to meet changing societal trends. He suggested that the Branch has passed through a number of distinct eras. It all began in 1930 when the newly established Game and Fisheries Act outlined its major goals:

1) Protect wildlife;

2) Produce more game and furbearing animals;
3) Establish and patrol game preserves and bird sanctuaries;
4) Provide public shooting grounds;
5) Develop public interest;
6) Urge clean sportsmanship;
7) Promote respect to the owners or occupants of land;
8) Encourage farmers to assist in increasing game.

As we moved into the late 1940's, 1950's and early 1960's, the Branch spent much of its time and effort inventorying wildlife and studying its habits. Then, in the early 1960's, resource ministers from governments across Canada met at the "Resources for Tomorrow Conference". The theme of the conference focused on land use and the resource base. Out of the recommendations of that meeting came large federal-provincial cost-shared programs aimed at inventory of renewable resources and land rationalization based on land capability. Thus, the late 1960's and 1970's was an era of land form surveys, land acquisition, habitat development and more sophisticated aerial big game counts. It also became the pivotal era for the Wildlife Branch. Staff had to switch their focus from species monitoring and studies to land management tasks. A number of bureaucratic hierarchies were set up to improve allocation of crown lands. Staff

became deeply involved in land acquisition and development funded by cost-shared monies to create most of our present day wildlife management areas. In addition, wildlife surveys, studies and research were relegated to the "back-burners" in terms of funding, staff time and priority.

Now, the 1980's have heralded the "consultative' era of wildlife management. This is an era largely of management by concensus based on meetings with client groups, management working groups, advisory boards, boards of directors and the like.

As a result, most of the Wildlife Branch staff who have been around for a decade or more find themselves trapped in a no-man's land. Meetings, paperwork and the lack of funding has precluded conducting most of the traditional field-type biological work. We are no longer strictly scientists, and our technical skills have become rusty. On the other hand, we have not received a lot of training appropriate to new circumstances and this puts wildlife managers in somewhat of a conundrum. We are concerned that our data base on the status and trends of key wildlife populations has eroded.

On day two, Dale Stewart, an Assistant Deputy Minister of the Department of Natural Resources, began the day by stressing the importance of meeting the challenge of change (which can be viewed as either opportunity or obstacle). We must accept change with an innovative approach; new problems call for new solutions. We must be willing to experiment and

tolerate a reasonable level of failure in our attempts to find a new and better approach to future issues and concerns. Not only were we asked to be tolerant of failure, but we were also asked to tolerate the revelation of certain levels of ignorance and uncertainty which are reasonable correlates of living in a changing environment. Finally, we were encouraged to face unpleasant consequences which might necessarily be associated with some of our decisions. In the real world, it was pointed out, the best available alternative might still be far from perfect. We must proceed with such alternatives, coping with their dark sides, and not use the lack of a perfect alternative as an excuse for doing nothing.

Richard Goulden, in his opening address, presented his perception of his responsibilities in relation to the Branch's mandate. He compared the Wildlife Branch to a company which provides goods and services to the paying public, and which was obliged therefore to assess the characteristics of the customers and the quality of the product being supplied. He had noted that successful companies tended to have leaders who echoed the values of the organization, maintained lines of communication, and defined the company's mandate. Such leaders, he pointed out, focused on striving to complete tasks in the shortest time, at the lowest cost, in the simplest way, with the highest quality. He noted that successful leaders also

emphasized the importance of attitude, endeavouring to change apathy and negativism to enthusiasm and positivism, not only with respect to their jobs, but also with respect to their colleagues, their customers, and themselves. The right attitude, he said, would lead to building on strengths, and entering arenas of challenge, rather than avoiding them.

Following the Director's address, the five sections of the Branch (Operation Management, Habitat Management, Commercial Management, Biological Services, and Administration) presented summaries of their functions, their relationship to other sections, and their approaches to their jobs.

Discussion after these presentations began with a question to Dale Stewart, asking for guidance in deciding which projects were to be dropped in order to provide time and money for the new and innovative programs being requested. The response was that individuals were to be largely responsible for making these decisions within their own areas of responsibility.

The comparison of the Wildlife Branch to a company which provided goods and services to a body of paying customers, initiated in Richard Goulden's opening address, was continued in a presentation by Gene Collins. To this point, he said, the Wildlife Branch has done a poor job of selling wildlife. The Branch has been outgunned when

habitat has been threatened by agricultural and forestry interests, often because of a lack of support from wildlife-related groups or the general public. If this trend is to be reversed, he said, we must re-establish the confidence of the public by addressing specific groups:

sportsmen
naturalists
natives
trappers
landowners
school children
non-consumptive users
the silent majority.

The specific methods proposed to achieve the winning over of our allies within the general public were:

a) creating imaginative programs,
b) taking a more professional attitude toward our jobs,
c) improving communication within our own group, with the public, and with other government agencies,
d) acquiring and securing reliable sources of money,
e) delivering more non-game programs,

f) exploiting television as a message carrier to involve the public,

g) preparing future generations by integrating wildlife into school curricula, and

h) involving politicians.

Following this presentation, the staff broke off into working groups that were preselected. The purpose was to discuss and to formulate resolutions on how we can market our product better. Results are contained in Appendix 2.

The final session on Wednesday began with an address by Richard Goulden on the theme "Building a Better Wildlife Branch". The essential point being presented was that an organization worked best when a set of core values was commonly accepted within that organization. He began his progression to the creation of such a set of values (which include: being the best; recognizing the importance of people; providing superior service; being honest; executing one's duties to one's best potential; being innovators; exercising a certain degree of informality; and managing the wildlife heritage wisely) with the premise that image and perception were important in the success of our Branch, and that a positive image had to be based on a solid foundation of professionalism. The clearest exposition of the meaning of professionalism in wildlife management, he said, was contained in remarks made by Dan Poole, President of the Wildlife Management Institute, in October 1985. Poole's

remarks, the complete text of which is attached at the rear of this report, are based on two convictions: that "professionalism ... must be earned" and that "professionalism does not mean unanimity of opinion or unionism". Poole's remarks can be taken as a set of core values specifically directed toward wildlife biologists, in the area of their attitude toward their profession. In order to provide a similar set of core values for all employees of the Wildlife Branch, in all aspects of their work, the Director distributed, for consideration, copies of a Wildlife Branch Creed (Appendix 3).

One response from the floor to the Branch Creed was that it was not necessary for all employees of the Branch to endorse one creed in order to achieve the Branch's goals. Further discussion on this matter occurred in working groups, rather than on the floor, and the results of these group session are reported in Appendix 4.

Later Wednesday night, a volleyball tournament was held between the various working groups. The stacked "Robert's Robots" (comprising of Soprovich, Roberts, Chop, Dunn, Engen, Ball, Colpitts, G. Collins and Elliot) were pushed to the limit by the "Hildebrand Honkers" (comprised of Bidlake, Desjarlais, Little, Moran, Hudson, Carmichael, Nero, Hildebrand, Halcrow) but emerged victorious.

On Thursday morning, the opening session was a free discussion, in which a wide range of points were raised.

One speaker declared the need to maintain good functional relationships with other Branches within Natural Resources, so that on a regular basis we would be able to demonstrate to them the value of wildlife. He noted that when Regional Services staff were preparing annual plans, they were often anxious to be as helpful as possible to Wildlife Branch projects, but that they could only be so if they were given a list of the Branch's priorities.

Another speaker referred to the Wildlife Branch Creed, saying that he objected to the concept because he felt that he had a personal creed which was the only one he could endorse fully. The Director replied by saying that he had the Creed printed on parchment in order to have staff take it seriously, and did not expect a first draft to be immediately accepted. The speaker stated that his problem was with the concept of a creed, not with the contents, and that he felt we were all moving in the same direction without a creed. The Director raised the point that a Creed would protect staff from the consequences of changes in the Executive of the Department.

The next point raised from the floor was that the secretaries, who are front line staff, are often not adequately supplied with distributional material and relevent information for the inquiring public. Hunting season information, Wildlife Management Area brochures, photographs of wildlife for school projects are not readily

available to regional offices. Subsequent speakers agreed, and pointed out that information on topics such as hunting seasons could be distributed to our offices well before brochures are available, allowing front line staff to assist hunters in planning their hunts.

The final point raised from the floor suggested that the Wildlife Branch is not projecting an accurate image. We are not dealing with all groups equally. It would seem that many of the hunter groups have received preferential treatment in terms of the Branch's time and energy. We must face the fact that the majority of Manitobans are non-consumptive users of Manitoba wildlife. These groups must be addressed and, more importantly, educated if we are to be accepted as being non-partisan.

The forum was followed by a session in which recommendations could be presented from the floor. The first such recommendation was that the term "sport hunting" be abolished within the Branch, on the basis that the term plays into the hands of special interest groups wishing to place all hunting in as unfavourable a light as possible. The resolution was supported by several speakers. One speaker noted that if all modifiers are dropped when refering to hunting, problems could arise with groups such as Treaty Indians, who have different rights with respect to the resource, and conduct a different kind of hunting. Another speaker countered by suggesting that the Branch not

bend to the demands of the most vocal lobby groups just to gain their acceptance.

The second resolution referred to procedures within the Branch: that the word "assume" be stricken from our vocabulary. The speaker said that too often lines of communication are not complete because all parties are not informed. Therefore we should take the time to ensure that all people are contacted and that we never assume that they had been informed or that someone else had completed a task. In other words - take the bull by the horns!

The third resolution asked that the Branch start a process that informs staff in order to better serve the public.

The fourth resolution suggested that the Branch develop a long-term communication strategy, both internal and external. This program would require setting priorities, targetting groups, and capitalizing on existing expertise.

The fifth resolution proposed that the 1986 Annual General Meeting Committee set guidelines now in order to prepare for the 1987 Annual General Meeting.

The sixth resolution requested that the Branch Executive do everything in its power to allow Branch staff to use the skills of Don Campbell, who currently is restrained from making movies of Branch projects.

The seventh resolution petitioned the Branch Executve to press for better working conditions in a location which

is more conducive to productivity and which presents a better image to the public.

The eighth resolution suggested that the Annual General Meeting be held at some time other than mid-May, which is during the field season for staff working on waterfowl.

The ninth and final resolution proposed that we return to Gull Harbour for subsequent meetings.

The Wildlife Branch Photo contest was announced, the details of which appear in Appendix 5.

In the final session, Barry Verbiwski in his "Look Ahead" challenged us to accept the givens and to find innovative ideas in doing things better as individuals and then collectively as a Branch. He suggested that we must all strive to do the best we can, and go the extra mile as we are product champions -- a term borrowed from the corporate world which Edward Schon described as "The new idea (project) either finds a champion or dies . . . no ordinary involvement with a new idea provides the energy required to cope with the indifference and resistance that major change provokes. Product champions display persistence and courage". Imagine if Richard Madsen, who single-handily alerted Manitobans and North Dakotans of the potential adverse consequences the Garrison Project would have on the affected areas, had accepted that "that's just the way things are". We must be prepared to go the distance, to stand up and speak our convictions and then seize the idea

or ideal and follow it through. We must also strive to reach our objectives, even though we may never attain these objectives, at least we will have given an honest and committed effort.

In closing, Bob Carmichael and Richard Goulden summarized their feelings about the meeting, which were that it was a success, and the meeting was adjourned.

APPENDIX 1: Agenda

"CHALLENGE AND OPPORTUNITY"

Organizing Committee Members --- Bob Carmichael
Dick Robertson
Barbara Levesque-Klym
Ken McPhail
Hank Hristienko

Meeting Chairman --- Brian Gillespie

Tuesday, May 13 - 1:30 - Registration Desk Opens . . . . . Pam Hobson
Melody Peters

3:30 - FIRST SESSION - INTRODUCTION

3:30 - Official Opening . . . . . Chairman
3:30 - Address of Welcome . . . . . Rich Goulden
3:45 - Down to work: Statement of . . . . . Chairman
purpose - review of agenda -
explanation of procedures
4:00 - "Transitons: Understanding the
Past to Understand the Present" . . . Herb Goulden
4:30 - Adjourn
5:00 - RECEPTION - Wine and Cheese
6:30 - Supper

Evening - Special Meetings
Films, Slides, Exhibits . . . . . Dick Stardom
Coordinator

Wednesday, May 14 - 8:00 - Breakfast

9:00 - SECOND SESSION - BACK TO BASICS:
Who Are We, and What Do We Do?

9:00 - Introduction . . . . . Chairman
9:15 - Executive view . . . . . Dale Stewart
9:30 - Branch overview . . . . . Rich Goulden
9:45 - Operational Management . . . . Ross Thompson
10:00 - Habitat Management . . . . . Lorne Colpitts

10:15 - Break

10:30 - Commercial Management . . . . Bob Carmichael
10:45 - Biological Services . . . . Merlin Shoesmith
11:00 - Administration . . . . . Ron Lyon
11:15 - Secretarial . . . . . Bonnie Skyhar
11:30 - Questions and discussion

12:00 - LUNCH

1:30 - THIRD SESSION - MARKETING OUR PRODUCT, SERVING OUR CLIENTS

1:30 - Introduction . . . . . Chairman
1:45 - Presentation . . . . . Gene Collins
2:00 - Questions and discussion
2:15 - Break into working groups
2:45 - Reconvene for concluding full session discussion

3:15 - Break

3:30 - FOURTH SESSION - BUILDING A BETTER WILDLIFE BRANCH

3:30 - Introduction . . . . . Chairman
3:45 - Presentation . . . . . Rich Goulden
4:00 - Questions and discussion
4:15 - Break into working groups
4:45 - Reconvene for concluding full session discussion
5:15 - Adjourn
6:30 - SUPPER

Evening - SPORTS GALA . . . . . Tom Moran
Coordinator

Thursday, May 15 - 8:00 - Breakfast

9:00 - FIFTH SESSION - VOX POP

9:00 - Introduction . . . . . Chairman
9:15 - Speakers Forum
10:15 - Break
10:30 - Recommendations
11:30 - Adjourn for check-out
12:00 - Lunch

1:00 - SIXTH SESSION - CONCLUSIONS

1:00 - Introduction . . . . . Chairman
1:15 - "Challenge and Opportunity -
A Look Ahead" . . . . . B. Verbiwski
1:30 - Questons and discussion
2:00 - Summary of Meeting . . . . . Bob Carmichael
2:15 - Afterword . . . . . Rich Goulden
2:25 - L'Envoi . . . . . Chairman

2:30 - Adjourn

APPENDIX 2: "Selling our Product"

Working Group #1 Leader: Newcastle Spokesperson: Cameron

Remaining Members: Wilson, Wilner, Cross, Ransom, Davies, Knudsen, Lyon, Crichton.

- good coordinated public information program
- commitment of staff time to public education not just dabble and complain that something else has to go
- not make demands on decision makers to give us the mandate
- got to give the public some information and steer them in the right direction
- too often negative exposure - problems, big issues like habitat requiring lots of money - should be turning it around into the winners, the little successes - Grey Owl, Wood Bison, O.H., Narcisse snake dens
- should be a commitment by all sections to be involved
- responsibility could be shared by a lot more people not on just Ted Muir's or the Region's shoulders
- may need to expand or improve section or special team from within branch to spearhead (not unanimous)
- redirect our efforts - too much effort towards committed - trappers, M.W.F., - more effort towards that majority out there - schools

- contract media consultants to make time spent more effective
- need to use Campbell more effectively - need channels cleared to get approval

Working Group #2 Leader: Whaley Spokesperson: Chranowski

Remaining Members: Campbell, Zak, Peters, M. Gillespie, Robertson, Morgan, Teillet, Tougas.

- instead of using the term "sportsmen", we could call hunters, trappers, pickers - "Commercial Users"
- The Branch should identify the loss of hunters to the user groups involved (i.e. M.W.F.) - suggest that if they want their numbers to increase, they should be the ones to develop programs for increased membership;
  NOT THE WILDLIFE BRANCH
- the non-consumptive group (e.g. naturalists, antihunters) are a large group. The Branch shouldn't try to persuade these groups to our own personal views. Instead, we should see what programs we can develop to better serve their interests.
- "Antis" - not necessarily pro-wildlife; they are just "anti-killing"
- Main target group: the schools - develop programs to work with teachers and students to promote natural history and wildlife issues

- Second target group: landowners - they need monetary incentive to retain habitat. Landowners can be reached through Ag. Extension services already in existence. Hunters and landowners must meet more often to discuss common issues of concern.
- Non-Game: it is inevitable that the Branch will have to address the issue of providing more programs for non-game wildlife
- the Wildlife Branch should hire media and/or advertising experts to sell our Branch and give it an identity. We need to select a team of Branch individuals to be taught high tech skills in marketing to sell our Branch to the public. This team should then priorize the user groups of the future and suggest solutions to deal with these issues.

Working Group #3 Leader: Bidlake Spokesperson: Desjarlais

Remaining Members: Little, Moran, Hudson, Carmichael, Nero, Hildebrand, Halcrow.

What is our product?

- it's achieving our goals
- working internationally through our local government, then on up federally etc.
- we're being outgunned by ideas from agriculture, forestry, etc., wildlife is not important enough in the eyes of the

public (an identity problem) - we're often referred to or mistaken for other agencies such as Ducks Unlimited, Manitoba Wildlife Federation.

- poor communication amongst ourselves - public information services should be a strong supportive group in promoting wildlife, yet there is no Branch control in their final product sometimes putting out wrong messages.
- let's eliminate the word 'sportsmen' from our vocabulary, use 'hunters' instead, the public only sees this word being portrayed in a negative way - This will get public support.

Working Group #4 Leader: Klym Spokesperson: Dixon

Remaining Members: Westhorpe, Hristienko, Jones, Thompson, H. Goulden, Mckay, Garson.

- is the Wildlife Branch clear in its own mind on what product it is marketing? - indications are that it isn't
- the public is not clear of exactly what the Wildlife Branch is - it confuses us with M.W.F., Delta, D.U. etc..
- need to develop a public information strategy
- use available media sources (e.g. Cable 13) to promote our message - phone-in program on wildlife and resource issues - an informed public is an understanding and co-operative public
- presently, extension is viewed as government propaganda -

that image must change

- each Branch member has to do some P.R. extension as part of their job - rather than allocate staff
- What is our message?
  Who is to get it? Need to rethink this!
  How do we deliver?
- are we working for the public or wildlife?
- are we to deal with groups we are most comfortable with - do we only go where we are invited? We have to establish rapport with "non-advocates".
- with consumptive users decreasing, maybe its time we changed direction - reallocate our time - we best not lose them - they are a lobby group for the Branch - we need more and different lobby groups - trappers are another important advocate group - revenue
- promote overall wildlife management and use - part of which is hunting, a legitimate use
- young people are getting a one-sided view of wildlife. We need to take the initiative and enter into school programs (e.g. fur program prompted by anti-fur movement).
- it may be best that we get 'non-government' types to advocate and sell our message - they are most creditable - e.g. Corky Peterson promoting fur conservation in schools
- avoid "I'm from the government and I'm here to help you" - "Your cheque is in the mail"

- unify our efforts with agriculture and forestry to achieve maximum value out of land use - the European situation
- NATIVE VIEW: native people isolated - hard for treaty indian to sell management to other status indians
- management needs careful background information packages - careful explainations - takes time and much dialogue to reduce suspicion
- they must be talked to rather than down to
- they do not want to lose their hunting rights - heritage is over thousands of years

Working Group #5 Leader: Coulson Spokesperson: Pastuck

Remaining Members: R. Goulden, Young, Schindler, Storey, Muir, Larche, Doyle, Bartley.

There is a problem:

The public largely does not know who we are (are we D.U., Wildlife Federation, Naturalists ...) or what we do.

There have been groups of clients emerging over the past several years. Before we can do a better job in selling our product or at least telling the public who we are and what we are trying to do, the client groups must be identified. These client groups must be made to understand

that in order to meet our goals the wildlife management effort must be well funded.

We are doing a good job in some of our extension efforts e.g. Project WILD, Oak Hammock, National Wildlife Week, MRTA projects, Project Wild West. This is not a concerted effort ... not well packaged as a coordinated program.

What should we do?

1) need a Branch strategy with a long range plan
2) need a stated mandate approved by executive
3) need to develop techniques and programs to reach out to all client groups - may need professional promotional help
4) need for current staff (with the aptitude) to develop communication skills and use them to deliver programs
5) must have priorities for staff so that there is discipline in determining what staff do
6) need internal communication system. We can't effectively communicate to those outside the Branch when those inside are uninformed.
7) Need a central coordination of extension effort. Current efforts are fragmented.
   - define clients and target varied messages to different clients

- need a system to deliver programs. One possibility is to have private groups such as Naturalists, Wildlife Federation, Schools, etc. actually deliver program in the field. The Branch would set objectives, coordinate and provide information

Incorrect Information in Media:

Must develop a mechanism to respond to incorrect information in the media. So often this is the only information the general public gets about the Branch. It can be very damaging to the Branch if it is incorrect.

Politicians and upper executive must approve a mechanism for rebuttal.

Exploitation of our Strengths:

Innovative programs such as the Muskox Project, Bison Project and the Winnipeg Deer Herd should be exploited to their fullest to get our "name in lights".

Who will do it:

No likelihood of new staff. Will have to resort to a team or working group approach.

Working Group #6 Leader: Bowles Spokesperson: Hummelt

Remaining Members: Shoesmith, B. Gillespie, Stardom, Skyhar,

Grandmont, McDonald, Clinton.

1. Public education should be given higher priority in budgeting and staffing.
2. We should prepare ourselves in advance to deal with issues which are now simmering (e.g. animal rights). We must not wait until it is too late before making our move.
3. The Branch should increase its focus through children by both educating and getting a "reading" from them regarding attitudes and issues we whould be prepared to face.
4. Greater cooperation with other resource groups, especially Department of Agriculture, is needed. Farming practices that will benefit the land in the long run should be promoted. It should be emphasized that this can result in greater financial returns to farmers over the long term.
5. Better marketing strategies are desired. We must initiate marketing strategies in an organized manner. As individuals we are not trained to handle all aspects of marketing ourselves. The team concept of attacking problems is supported.
6. More publicizing of existing programs such as Project WILD and Mani-Pac would be beneficial. Not all target group members are aware the programs exist.

Working Group #7 Leader: Soprovich Spokesperson: Roberts

Remaining Members: Chop, Dunn, Engen, Ball, Colpitts, G. Collins, Elliot.

- the silent majority must be reached. We must find out what they want - perpetuation of the resource? viewability?
- more tax revenues may be garnered from the silent majority for wildlife programs if we get an effective message out.
- conservation as a management base should be high-lighted more through public education and media.
- more information on the whys and wherefores of game management should be available to the public.
- the hunting/conservation relationship must be reinforced.
- education kits might be a tool to reach school children.
- we must optimize public involvement in wildlife programs i.e. volunteer programs, organizations managing wild lands
- we must increase our credibility by understanding the resource more thoroughly.
- we must upgrade our ability to communicate our message.
- public statements should be more specific and less broad in scope.
- communication with rural population must be expanded.
- perhaps an outside consultant will provide us with a better understanding of to whom our message should be directed.

Working Group #8 Leader: Payne Spokesperson: McPhail

Remaining Members: Johnson, Koonz, Verbiwski, Sinclair, Uchtmann, Hobson, Gray.

- everyone must do their part - head office is not aware of regional circumstances - not everyone knows whats going on
- we must be multi-disciplinary and work more with other groups e.g. agriculture
- "Biological" staff should give material to Ted Muir to market for us
- we don't have time to market our product - we need to get more direction from Rich (and support)
- we should concentrate on wildlife we have now, before looking at re-introductions e.g. properly manage moose before bison or muskoxen
- should do more to show hunting as legitimate - part of our product.

APPENDIX 3 : The Manitoba Wildlife Branch

CREED

The Manitoba Wildlife Branch is a team of people dedicated to excellence in the practice of wildlife management aimed at maintaining, enhancing and using the wildlife resources of the province in a manner that will leave them in as viable a condition as we inherited them.

Our first responsibility is to the people of Manitoba whose resources have been entrusted to us to steward and manage. We must constantly strive to justify public confidence in our ability to manage their natural heritage through the application of scientifically sound and artfully practiced wildlife management. The highest possible quality of service to the public will be rendered in the simplest way at the cheapest cost in the quickest time. The public, whom we serve, will be dealt with politely, promptly and effectively; with honesty, fairness and utmost integrity being the overriding characteristics of all such dealings.

We are responsible to each other as colleagues and co-workers. Each man and woman who works for the Wildlife Branch is a valuable individual bound in a covenantal relationship based on shared commitments to common ideals, values and goals. We respect their dignity and recognize their merit. Compensation must be fair and adequate and working conditions clean, orderly and safe. The actions of all members of the Branch toward their associates must be consistent with the manner in which each of us would wish to be treated. Co-workers are encouraged to make suggestions and must feel free to make complaints. There shall be a sense of security in our jobs with opportunity for development and enhancement for those qualified. Management at all levels will strive to be competent and fair. Above all, our work should be stimulating, uplifting and fun.

We are responsible and accountable to Senior Management in Government, including our Minister, the Premier, other members of Executive Council, the Civil Service Commission and other designated Management personnel. To them we owe and shall provide accurate, timely, impartial advice and guidance, always ensuring that personal gain or private motives never bias or otherwise influence our judgements and counsel.

Finally, we have a responsibility for the natural resources over which we are privileged to function as guardians. We shall endeavour always to manage, use and protect this priceless heritage to the best of our professional abilities, guarding always to err on the side of ensuring the viability of eco-systems and the wildlife populations they support. We shall strive to ensure that our actions "preserve the integrity, stability and beauty of the biotic community" and consider our actions wrong when they tend otherwise.

May, 1986

Manitoba Natural Resources

APPENDIX #4 "Building a Better Wildlife Branch"

Working Group #1 Leader: Rewcastle Spokesperson: Cameron

Remaining Memebers: Wilson, Wilner, Cross, Ransom, Davies, Knudsen, Lyon, Crichton.

- integration of common goals are better served by compartmentilization
- need more cooperation between all sections - break down barriers
- same thing as Parks and Wildlife Branch
- starting with common goals, objectives and personal commitment to these goals
- Regions and Head Office difference - i.e. head office ...holes; village idiots
- wolf study example
- generate cooperative projects - communication between sections - bridge the gap
- team approach is best
- starting with individuals - contacts

Working Group #2 Leader: Whaley Spokesperson: Chranowski

Remaining Members: Campbell, Zak, Peters, M. Gillespie, Robertson, Morgan, Teillet, Tougas.

The group had two opposing views!

1. Some felt they didn't like the "concept" of a creed
   - not that they didn't agree with or felt there was anything fundamentally wrong with the content of the creed; they just didn't like the "idea" of the creed.
   - maybe the creed shouldn't have been written down
   - maybe the creed should have been called the "Rich Goulden Creed" rather than the "Manitoba Wildlife Branch Creed"
   - a creed is for companies aimed at financial output; our work in wildlife is more qualitative
2. Others felt the "creed" was a unifying concept designed to help the "esprit de corps" within the Branch.
3. All agreed that the belief system of the eight core values was good.
   - these values outlined actions that people can address in the workplace and everyday life
   - the creed helps us to "think positively"
4. One final suggestion was that better communication was needed between the Director and his chiefs.

Working Group #3 Leader: Bidlake Spokesperson: Desjarlais

Remaining Members: Little, Moran, Hudson, Carmichael, Nero, Hildebrand, Halcrow.

Our core values: We believe are

1. In being the best;
2. importance of people as individuals;
3. superior service;
4. honesty, integrity, simplicity and speed in all our dealings;
5. importance of details in execution;
6. should be innovators, willingness to support failure;
7. importance in informality to enhance communication.

The group agreed that to build a better Wildlife Branch, the fundamental first step is to start with what matters the most - THE PEOPLE IN THE ORGANIZATION -

Working Group #4 Leader: Klym Spokesperson: Dixon

Remaining Members: Westhorpe, Hristienko, Jones, Thompson, H. Goulden, McKay, Garson.

- get (literally) a different head office - a building that reflects our image in a setting conducive to service
- are we not operating now like the creed says?
- we are clearly working for the public
- the Branch needs benchmarks to look back on
- creed could be goals and objectives; roles and missions; core values; etc. - semantic problem
- creed - like a playbook - we exploit our strengths
- the creed is a vehicle to create esprit de corps - some

people see it as a threat to individuality - not necessarily so

- creed is for other people - helps us explain mandate - key statements give direction - adherence to it will improve delivery of mandate
- word of advice to Bio-Services:
  - don't go the way of Maple, Ontario
  - don't wait to be asked
  - come forward with pertinent data
  - get involved with "use" based on data
- details need to be attached to creed to implement - flesh it out - apply - teamwork - key words - set priority
- creed may provide stability in shifting political sand e.g. long term management
- the creed confused the values under which the native representative within our group followed. He felt that he needed to study the creed carefully in order to evalute its meaning in relation to his own personal creed and that of his community

Working Group #5 Leader: Coulson Spokesperson: Pastuck

Remaining Members: R. Goulden, Young, Schindler, Storey, Muir, Larche, Doyle, Bartley.

The Branch can be strengthened through a system of:

1) Making more demands on ourselves as professionals;
2) Motivation of both supervisors and other staff through the factor of expectation. When much is expected then there are returns.

Our group felt that core values on which the Branch operation should be based is valid. This set of core values has given rise to a draft creed. Although we did not necessarily agree with every "punctuation mark" in the creed - the premise is acceptable and essential. It raises a fundamental question - Who do we work for?? - The answer is not ourselves but the people of Manitoba through the organization of the Wildlife Branch. Thus, we do not have the luxury or right to remain aloof or to "do our own thing" in this work. If that is one's wish then wildlife work should more appropriately be ones hobby.

Collectively the member of the Branch must go in a singular direction based on a set of values - fragmentation is perhaps one of the Branch's major problems. The creed is designed to channel Branch staff's energies.

If we strive to achieve the values in the Creed or core values, fair treatment of people - both staff and the public would be of critical importance. This would result in a Branch which provides better service and with a more positive image in the eye of the public.

Working Group #6 Leader: Bowles Spokesperson: Hummelt

Remaining Members: Shoesmith, B. Gillespie, Stardom, Skyhar, Grandmont, McDonald, Clinton.

1. Discussion centered around the Wildlife Branch Creed. Regardless of its content or whether or not we as individuals accept the Creed, our group is happy that an effort is being made to guide and unite the Branch.
2. Working conditions were discussed. The building at 1495 St. James Street was criticized. Some group members voiced discontent with the "dirty tray" analogy which has been used in the Wildlife Branch to describe cluttered offices. These members felt that clutter showed they were hard working and shouldn't be equated to a dirty tray. They felt that quality of work should preceed the physical appearance of offices, clothing etc..

Working Group #7 Leader: Soprovich Spokesperson: Roberts

Remaining Members: Chop, Dunn, Engen, Ball, Colpitts, G. Collins, Elliot.

- personal satisfaction is not easily attained - we should be willing to pat each other on the back for good work
- staff reinforcement of positive accomplishments is required

- we must improve the service we provide to the public
- improved relations with other government departments, branches etc. is required
- a knowledge of what other staff do is important
- job sharing or short-term reassignment where applicable will mean more experience for those involved and provide a better sense of what other staff do.

Working Group #8 Leader: Payne Spokesperson: McPhail

Remaining Members: Johnson, Koonz, Verbiwski, Sinclair, Uchtmann, Hobson, Gray.

- the group, with the exception of one, expressed general agreement with the intent and principle of Rich's Creed
- it is important to continue to strive for excellence (rather than actual attainment)
- some of the group felt Rich did a "Hell of a job" when he drafted the creed
- we are here to serve the people of Manitoba not wildlife
- we should serve the interests of wildlife not people
- a creed would help solve our identity problem
- a creed provides direction in the absence of specific instructions
- we should be the first and last line of defence against the public
- not all is Goulden!

APPENDIX 5: Photo Contest

WILDLIFE BRANCH 30TH ANNIVERSARY PHOTOGRAPHY CONTEST

CATEGORIES:

Landscape
Wildlife (plants or animals)
People interaction with wildlife

DETAILS:

The Contest is open to Wildlife Branch staff (permanent or seasonal) and members of their immediate family (spouses or children). Each participant is limited to one entry per catagory.

Participants should label each submission and include information on where and when the photograph was taken.

Photographs must have been taken within Manitoba between January 1, 1986 and October 31, 1986. Both 35mm slides and prints (color or black & white) are eligible.

PRIZES:

1st Place winner in each category will receive a framed wildlife print.
Runners up will receive attractive wildlife books.
Winners will be selected by an independent panel of expert photographers.

DEADLINE:

Prints (no larger than 5" x 7") or slides must be submitted to Don Campbell by November 21, 1986. Negatives must accompany print submissions. Winning entries will be announced December 15, 1986.

Winning entries will be suitably framed and prominently displayed in Wildlife Branch Offices.

For further information contact Don Campbell at Box 24, 1495 St. James St., Winnipeg, Manitoba R3H OW9 (945-6301).